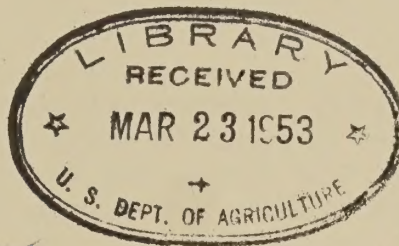


✓
RURAL ELECTRIFICATION ADMINISTRATION



✓
REPORT

ON

✓
SOUTHEAST AREA INTERIM FIELD CONFERENCE

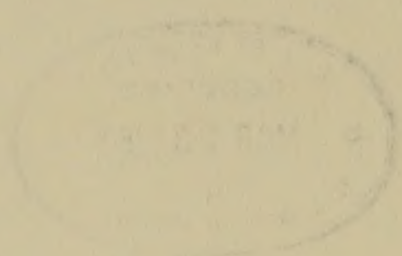
HOTEL PATTEN, CHATTANOOGA, TENNESSEE

OCTOBER 22, 23, 24, 1952

Approved:

William H. Callaway
J. Clemon Lassell
John R. Kollock
Robert J. Moore

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WEDNESDAY MORNING - OCTOBER 22

Conference Convenes

The Southeast Area Interim Field Conference was officially convened by the Area Director, Mr. William H. Callaway, at 8:30 a.m. on October 22, 1952.

Message of Welcome

Mr. Callaway, in his opening remarks, welcomed all present and expressed the hope that through these meetings we could discover and find some solution for some of our common problems, formulate long-range plans to guide our future actions and develop better working relationships.

He then asked all present to stand and identify themselves.

Talk by Deputy Administrator

Mr. William C. Wise, Deputy Administrator, was then presented to the group by Mr. Callaway.

Mr. Wise spoke briefly on the reorganization and said that he felt it had been carried out successfully. He said at the recent NRECA meeting at Lexington he heard very favorable comments on the reorganization.

Turning to the electric distribution loan program, he said that at the present rate applications are coming in, we would be out of funds before the end of the fiscal year. In connection with the loan program he said we have been criticized for being too slow in processing applications. One reason for the delay is that borrowers frequently submit inadequately prepared applications and these must be corrected or completed before they can be processed. This can be alleviated by having our field people instruct the borrowers on what must be done before an application is sent to Washington.

Mr. Wise concluded by noting that in the Southeast Area many of our borrowers have close relations with TVA representatives. He expressed the desire that our field people strive to develop harmonious relationships with the TVA people, as we both have the same objective of aiding the borrower.

Discussion of Work Problems

After Mr. Wise's talk the entire morning and half of the afternoon session was devoted to a discussion by field and headquarters people of common work problems. The aim of the discussion was to bring problems out in the open and to find solutions for them.

The following subjects were raised and discussed in a very frank and straight forward manner.

Itineraries

Almost everyone present spoke on this subject. The consensus of the group seemed to be that although a good deal of confusion existed the first two months over itineraries, the situation is now under control. It was agreed that our procedure for itineraries is sound, but that the individuals concerned needed to become more acquainted with how to work under the procedure.

A few people cited instances which illustrated that some confusion and misunderstanding had arisen over assignments due to lack of coordination between specialists and GFRs. A committee composed of Specialists and GFRs was appointed to study the problems and report back to the group.

The complete report of the Itineraries Committee follows.

Report of Itineraries Committee

It was recognized that the purpose of the committee was to find methods and ways of coordinating our work within the framework of existing procedures.

Request for service of specialist from cooperatives.

1. Received by GFR.

As received will notify specialist of request and purpose. If specific dates are required will show them.

Will also notify all other GFRs concerned.

2. Received by Specialist.

Will notify GFR in area, show purpose, time - if specific dates are required - may suggest other information related to visit - preparation time, etc.

Also notify other GFRs concerned.

3. Everyone concerned plan sufficient h.q. time to meet needs.

Suggested Services of Specialists.

1. If suggestion is made by specialist, should include purpose of visit and time.
2. If suggestion is made by GFR to specialist, should be made in time to include in itinerary - include purpose and time.

The Specialist will prepare an itinerary to reach GFR by 15th of month that includes:

1. Cooperative to be visited
2. Date of visit
3. Purpose of visit
4. Note if visit is result of request or suggestion
5. If any conflict of times should select one, state why, but include alternate

The GFR will review and approve the suggested itinerary and make necessary revisions. The GFR will clear itinerary with the other GFRs interested, clear up any errors, decide importance and order of visits.

GFR will forward itineraries to Area Office by 20th of month.

Area Office will coordinate activities and send approved itineraries to field. These itineraries are to state purpose of visit.

To make this procedure work the following points were made:

1. Area Director send letter to all cooperatives pointing out time interval required in planning schedules before

filling them and suggest they anticipate needs particularly if assistance is required on specified dates, suggest alternate dates, or a general time.

2. Snap-out forms be provided.
3. Each field representative be supplied with addressed envelopes including all other field representatives with whom he will be in regular contact.

Illustration #1

Loan Specialist working 3 states, involved with 3 GFRs

1. Jeter Harrell, GFR @ cooperative makes appointment for month of January for Loan Specialist Costigan.

Will notify Costigan of purpose of visit, suggest date in January. Notify Nance and Lynch. They will attempt to honor these dates but if not, will notify Costigan and other GFR.

2. Before 15th of December, Costigan will prepare itinerary, send copy to Nance, Harrell and Lynch.

Itinerary will include time of visit to Harrell's cooperative and purpose. If request for service exceeds time available, will decide which cooperative needs service, but will show any work not scheduled.

3. On receipt of Costigan's itinerary -

Each GFR will review. If any conflicts are found, will clear with other GFR concerned.

4. Forward acceptable itinerary to Area.

Illustration #2

Cliff Bradley makes tentative appointment to appear on cooperative Annual Meeting program in Alabama. Notifies Black, Colbert and Corum.

1. If date is far enough ahead to permit -

Date is confirmed through method used in preceding illustration.

2. If confirmed date is immediately necessary, Max Colbert will confirm this with Bradley and cooperative.

1. Request received December 10th for date on February 27th.

2. Request received December 10th for date on January 2nd.

Illustration #3

Black, in discussing plans with borrower, finds cooperative receptive to thought of Electrified Farm program, employing E.A. and putting on water systems campaign. Makes tentative time date for Bradley, Bradley makes visit, makes follow-up plans, then schedules cooperative meeting with dealers, cooperative employees, board, etc. - sets definite dates far enough ahead to confirm them. Black - makes date on January 20th for Bradley (sometime in March). Bradley keeps appointment in March, sets date for May, then plans future follow-up as required - July, August, etc.

Comments on Itineraries

In concluding the lengthy discussion on itineraries Mr. Callaway asked that the following rules be observed by all field people.

No field representative will make a visit to any borrower without knowing the purpose of the visit. You must know what the problem or need is and what you are expected to accomplish. If you don't know, don't go.

Before visiting a borrower, be sure that an appointment has been made and that the borrower knows time of arrival.

If you find that you will be late in arriving at a borrower's office, notify the borrower that you will be delayed, but that you still intend to keep the appointment.

Field Reports

There were very few questions raised at the meeting concerning field reports. All present seemed to understand that they must submit a report on each assignment covered and also for time spent at headquarters.

Mr. Callaway asked that the following procedure be observed by the field people in connection with field reports.

Field Reports must be submitted covering all assignments including work days spent at headquarters.

Reports must be prepared and submitted as soon as practicable after conclusion of assignment.

Reports must be meaningful, must tell the complete story, but should not be rambling and unconnected. Write clear, concise reports. This does not mean that reports should be short, uninformative and inconclusive.

A copy of the summary that is left with the manager should be submitted with each field report. The summary should show what was accomplished and what was agreed upon as things to be done or followed-up. It was suggested that the summary be prepared with the manager. This seems advisable in that it should prevent his misinterpreting the intent or meaning of the summary.

Time Reports

Time and Attendance Reports were discussed briefly and the procedure was restated as follows:

Time and Attendance Reports, SF-1130, should be submitted promptly (that is the day after the end of the pay period). Be sure that you sign the 1130 and, if you take sick leave, that you sign in the place designated. If the 1130s are not submitted on time, it will automatically delay your check.

Also it is necessary that your 1130 be in agreement with your itinerary schedule. We check your 1130 against the master itinerary record maintained here. If we find discrepancies we must write to you about it and this acts to delay your check. If your itinerary schedule called for annual leave on a certain day but you did not take annual leave on that day, please inform us of such change. Likewise if you took annual leave and it was not shown on the itinerary schedule, we must know of it before we check the 1130.

Relationships

A good deal of time was given to a discussion of relationships among the field people. This pointed up the fact that more personal contact is needed between the GFRs and Specialists.

The problem seemed to be that the Specialists felt that the GFRs were not sufficiently acquainted with what the Specialists were doing and what they could do.

It was agreed, after discussion of the problem, that periodic meetings would be held between the GFR and the Specialists who work in his area. The purpose of the meetings would be to discuss common problems within the area, to develop long-range plans and programs based on the needs of the borrower, and to develop a common outlook and team spirit among the participants. These meetings will be arranged and called by the GFR.

Comments on Relationships

We believe that at the close of the conference at Chattanooga a much closer relationship existed between the GFRs and Specialists. A spirit of understanding and cooperation seemed to prevail.

We want to say again that we must all remember that we are all on the same team, that we are working towards the same goal. We all have something to contribute. Let's always try to understand each other and always give our very best. One man cannot do it alone. The goal can only be reached by cooperating together.

At the conclusion of this discussion the morning session was adjourned.

WEDNESDAY AFTERNOON - OCTOBER 22, 1952

Mr. Callaway opened the afternoon session and announced that the group would continue discussing work problems where they left off in the morning.

Leave

The subject of leave was discussed and the following comments or points were made:

Requests for leave should be directed to the Area Director. These requests should be made as far in advance as possible.

The GFRs and Specialists should keep each other informed of their plans for leave so that field assignments can be planned in an orderly manner without disruption of scheduled assignments.

It was recognized at the Conference that GFRs should notify the borrowers within their area as to when they will be absent from duty. A committee composed of Earl Lynch, James Black and Max Colbert was formed to consider this problem. Their report follows:

Report Concerning the Notification of Cooperatives
Relative to Planned Absences of GFRs

Each GFR realizes that he must keep himself on call by borrowers assigned to him. He is also aware of local conditions. It is hereby recommended that: each GFR devise and use his own plan for keeping his borrowers informed of his whereabouts.

It is suggested that whenever an absence of more than a week from his place of duty is contemplated that he inform borrowers and Specialists. This should be done as far in advance as possible.

Noting of annual leave of all field people on itineraries is notice to everyone in REA.

Correspondence

The matter of keeping current with correspondence was raised for discussion. The GFRs in particular felt that the great quantity of correspondence they must handle presented a serious problem. They indicated that they were forced to put in many extra hours of work each week in order to keep current.

Based on the discussion the following suggestions were made to help alleviate the problem:

That snap-out forms be supplied to the field staff;

That pre-addressed envelopes be used;

That use be made of the allowance available for stenographic and typing assistance;

That GFRs schedule more days at headquarters for themselves, if necessary, to keep their office work current.

Travel

There appeared to be no particular problem as regards travel. The field people did feel that Washington should indicate travel time on the itinerary schedules when they are prepared. It was pointed out that the field people themselves are in a much better position to know

when they will be traveling than Washington, and if they will indicate it on the suggested itineraries submitted to Washington, it will be put on their final itineraries.

The field people were reminded they should observe the office hours of the borrowers that they visit.

Also, if they are scheduled to be at a borrower's office on Monday morning, they should be there at the appointed time.

This concluded the discussion on work problems. Everyone present participated actively and spoke in a straightforward manner. The whole session was stimulating and informative and seemed to clear up many questions of the field people.

The Audit Program

Mr. Callaway next presented Mr. Leslie Surginer, the Controller, who spoke on the new audit program. He stated that in the Southeast Area 165 borrowers were now on the CPA audit basis and the 18 would continue to be audited by REA auditors.

He also stated that the borrowers were selecting CPA firms faster than had been anticipated. He stressed the fact that borrowers should make personal arrangements directly with the firm or person who will actually perform the audit.

It was suggested that the GFRs should discuss the audit reports with the manager and perhaps the board as a part of their long-range planning.

Mr. Surginer and Mr. Albert O'Donnell then outlined the procedure to be followed in securing accounting assistance for borrowers and answered questions on the subject.

Briefly stated, the procedure is as follows:

The GFRs will make all requests for accounting advice and assistance directly to the Controller's Division representative in the field. For the Southeast Area, this is Mr. James J. Murphy who is headquartered at Atlanta, Georgia.

When submitting a request, the GFRs should state what the problem is, what kind of assistance the borrower wants, and when the visit is desired. The request should be made as far in advance as possible.

On the basis of the above information, Mr. Murphy will schedule one of the field examiners to visit the borrower as near to the requested date as work load permits. He will then notify the GFR of the arrangements he has made.

The GFR will inform the borrower of the name of the examiner and when he will make his visit.

Engineering Activities

Mr. Chris Schultz and Mr. John Scoltock discussed the Technical Operations and Maintenance and Annual Construction Inspection Program. In the course of their talk they made the following comments:

An annual TO&M survey should be made on all systems.

Annual construction survey will be made on those systems employing independent engineers for work order inspection.

The annual construction survey and TO&M survey will be made concurrently where they are to be made on the same system.

The GFRs should stress a TO&M program when discussing long-range planning with the borrowers.

They both emphasized the need for a TO&M program in order to maintain an adequate and dependable supply of power to the consumer and because of the resultant benefits in operating efficiency and member relations.

After their talk they answered numerous questions on the TO&M and Annual Inspection Program.

At the conclusion of the above discussion the afternoon session was adjourned by Mr. Callaway.

THURSDAY MORNING - OCTOBER 23

Suggestion Period for Field Personnel

The first 45 minutes of the morning session was given over to the field people as a suggestion period. The Washington people did not participate in this session.

Power Use

Following the suggestion period the whole morning was devoted to a discussion of the power use program.

Mr. Wise opened the session on power use by giving an excellent talk on the subject of electric farming and made the following points:

The electric farming campaign got off to a good start, but we have not followed through at the cooperative level. We have not reached the actual consumer. This we must do.

It is necessary that we begin selling the campaign; an important step in that direction would be getting the appliance dealers into the picture.

The success of the campaign will, to a large extent, depend on getting the farmer to use more power outside of the home.

To meet the debt service requirements that will be due in the next few years, it is essential that the borrowers increase their revenue. To do this they must sell more kwh.

If we are to really sell electric farming, we must point out the benefits of such a program to the borrower; show what revenues will be needed and how electric farming can help. This is one of the duties of the GFR.

In conclusion, Mr. Wise pointed out how electric farming can help increase the production of food and fiber which is so vitally needed today.

General Discussion on Power Use

Mr. Wise's talk was followed by a general discussion on ways to push the electric farming campaign. The following comments or suggestions were made by the group:

Electric range and lighting campaigns have proved successful and should be encouraged.

Power Use Campaigns should be organized and conducted by the statewide organizations.

The cooperatives should meet and plan the campaign jointly with the appliance dealers in the community.

Incentive programs have proved worthwhile and should be encouraged.

The electrification adviser should visit the consumer and explain how to use new appliances in the most efficient manner.

Demonstration schools showing the use of electricity outside of the farm house should be presented.

Section 5 loans should be used to further the power use program.

Each individual employee of the cooperative should be a power use salesman.

Engineers should push water-heating.

Irrigation programs should be started where practicable.

"FARM COVERAGE ELECTRIFICATION"

Mr. Callaway suggested the above slogan for the power use campaign. It means the maximum use of electricity on every farm.

How Electric Farming Can Help Your Business

Mr. Fred McVey, of the Operations Division, completed the power use session by presenting and explaining in detail the book, "How Electric Farming Can Help Your Business." He made effective use

of slides while presenting the book. This book is one of a series on the Art of Balanced Management which the Operations Division is preparing for the area offices. The book should prove helpful to the GFRs in selling the managers and boards on the need for a power use program. Copies of the booklet with page 7 filled in have now been sent to the GFRs for their use.

THURSDAY AFTERNOON - OCTOBER 23

Talk by Executive Officer

Mr. Robert Beall, the Executive Officer, opened the afternoon session by discussing the new policy series. He explained the distinction between and purpose of Staff Instructions and Borrowers' Bulletins. He also mentioned that new organizational charts are being prepared for all areas and divisions and will be sent to all the field people.

Mr. Beall next stressed the need for communication between the area offices and staff divisions. To help facilitate this communication, the following committees have been established in REA: the Administrative Policy Advisory, which consists of members from the Administrator's Office, area offices and staff divisions; the Joint Committee on Current Problems, with the same members; and three line-staff committees to cover operations, loans and engineering, the membership of which will be the specialists in those fields from the area offices and staff divisions. He emphasized that for information concerning what is going on in the field, we must rely mainly on the field reports. Therefore, it is extremely important that the field reports be clear, complete and accurate. He added that it is the responsibility of the area offices to note all items, suggestions or comments in the field reports and follow them up.

Talk by Chief of Personnel

Mr. Carroll Starns, Chief of Personnel Division, was next on the program. He explained his interpretation of the functions of the Personnel Office. He said it should be a "service" organization and not a "control" organization. It should help the line division in getting, keeping and developing people. Also, it should help the line division in the development of techniques and make suggestions for supervision, training, etc., when necessary. He said it is the responsibility of the supervisor to tell his subordinate the "what and why."

Mr. Starns next described what his office is doing in the way of developing training programs and preparing for managers' conferences. He also described problems encountered in recruiting key people for the telephone program.

Mr. Starns then gave a detailed talk on leave, relative to how much leave is earned, the amount that can be accumulated, how much must be used by December 20th, etc. This information was greatly appreciated by everyone present.

He mentioned briefly the proposed new descriptive classification for federal employees and the process REA is following in transferring people from indefinite to permanent appointment. In conclusion, he mentioned the proposed training program for GFRs which will be open to all who can qualify.

Discussion of Work Plans by Area Office Specialists

The remainder of the afternoon session was devoted to the discussion of future work plans by the area office specialists.

T. Coleman Farrell reported on what loans had been made during the first quarter of fiscal 1953 and what is expected during the second quarter.

He emphasized that one of the major obstacles in making a loan is that not enough preliminary work is done on the application by the borrower before it is sent in to Washington. He asked the GFRs and loan specialists to impress on the borrower what needs to be done to complete the application.

He said each borrower needs an area coverage survey and a power requirements study in order to prepare an adequate application. System studies also should be up to date.

A detailed outline showing the proper way to go about getting loan applications in order was distributed to the field people.

To help alleviate the hold-up in getting consumption estimates, he explained that some borrowers will be asked to develop their own consumer estimates exclusive of large power loads. Their estimates will then be submitted to Mr. Weitzell's office for approval.

Mr. John Scoltock, Area Engineer, spoke next and outlined the principal objectives of the area engineering program. He made the following points:

Borrowers should be made aware of the need for up-to-date system studies and should use the studies once they are made.

Correct and adequate maps are of great value and this should be stressed to the borrower.

The borrower should be told what pre-loan engineering is required to support an application for a loan.

Borrowers should have an adequate TO&M program.

The borrowers should understand the policy relating to joint use of poles agreements.

In the discussion that followed, Mr. Scoltock said that the average kwh figures established for the system study should be adapted to meet seasonal demands or particular situations on the cooperative system.

It was suggested during the discussion that work orders be posted to maps before they are approved and certified by the engineers.

Mr. Callaway, pinch hitting for Mr. McCombs, who was unable to attend the conference due to illness, spoke on operating budgets.

The following points were made:

The GFRs should arrange for group budget meetings with the cooperatives.

It would be advisable to work through the statewide organizations if possible.

Meetings should be set up for approximately five or six borrowers.

The meetings should be completed by December 15.

Material on the budget meetings was distributed to the GFRs.

Mr. Callaway next talked about management analysis. He stated that the GFRs should start instructing the borrowers on how to make their own management analysis.

In conclusion, he stressed that the GFRs should study and use the books that the Operations Division will be issuing on such subjects as operating budgets, capital credits, power use and member education, executive developments, etc., and that they should continually stress the need and value of long-range planning to the borrower.

After answering various questions from the group, Mr. Callaway adjourned the afternoon session.

FRIDAY MORNING - OCTOBER 24

Report on Suggestions

The opening period of the morning session was given to a report on the suggestions that the field people proposed the previous day.

The report of the committee on suggestions, with comments by Area Director in parentheses, follows:

1. A conscious effort must be made by General Field Representatives and Specialists to understand the work that each is doing.

It is particularly necessary that all strive to obtain an area viewpoint and not just a state viewpoint. (The above comments apply to all of us.)

2. When requests are made to the Area Office for Staff Division Personnel to come into the area, prompt answers should be given to these requests. (This will be done.)
3. All assignments made by the Area Office should be cleared in advance with the GFRs. The time that the staff member comes into the field and his change of assignments, if any, should also be cleared with the GFRs. (This will be done.)
4. We recognize that the Washington Office needs our assistance if it is to help us more effectively. (Thank you, we sure do.)
5. The Area Office should review the backlog of work and determine whether or not necessary information can be sent to the field before a quick visit if made in order that field work can be accomplished more quickly and efficiently. Field personnel should be informed as to time that this is sent. (We will try to do this if work load permits.)

6. Washington is asked to give due consideration to giving the field people the complete pattern of the over-all program as soon as possible. (This has been referred to Mr. Beall's office for inter-area study.)
7. Correspondence which must be handled by GFRs is a problem which needs further study.
8. By formal resolution, appreciation is hereby extended to Mr. Wise and to all the other Washington people attending the conference, with sincere thanks for the help that they have given us.
9. By formal resolution, we deeply regret that Joe McCombs could not attend the conference and hope that he has a speedy recovery.
10. By formal resolution, we wish Gene Dabney a speedy recovery.

Panel Discussion

The remainder of the morning was devoted to a panel discussion by the field people on their work problems.

Max U. S. Colbert, GFR, Alabama -

Max discussed what information and data should be compiled by a borrower before a loan application is sent to Washington. All of the points he mentioned are contained in the September 11, 1952 memo on loan applications.

He also pointed out that Area coverage is the responsibility of all field people and should be encouraged.

He said a well-balanced system cannot be planned without a power requirement study.

Elmer Corum, GFR, Tennessee -

Elmer spoke on the need to show the manager and board what are the tools of management and how these tools can be used for better and more efficient management. In this connection he pointed out the need for long-range planning, good budgets that are used, written policy statements, job descriptions, organizational charts and good records.

Clifton Bradley, Power Use Specialist -

Cliff gave a good talk on the subject of power use and member education. He prefaced his remarks by saying that the GFRs and Specialists must have a common understanding of PU & ME and work towards the same objectives. He then went on to indicate that the cooperatives must begin to think of member and public relations as the 4th department in the organization. They must recognize the need and devote time, money and energy to this phase of cooperative management.

He also suggested that the census reports on the farming area should be studied so that you can know what electrical appliances and pieces of equipment should be pushed.

William Calhoun, Engineering Specialist -

Bill spoke on the objectives of a TO&M and annual inspection program.

He suggested that a GFR and engineer should work together on TO&M and perform a trial-run inspection on a cooperative. This would teach the GFR about TO&M and give him better background and information for selling a TO&M program to the cooperative.

James Phillips, Engineering Specialist -

Jim spoke on the need of borrowers for good system maps. Maps that will be maintained correctly and accurately and used as an essential operating tool of management.

He said the GFRs as well as the engineers should stress the need for up-to-date maps and that they be used.

The question of the adequacy of the scale of the maps was discussed. The opinion was generally expressed that the present scale of 2,000 feet per square inch, recommended by REA, is not adequate in many systems. It was recommended that this matter be reconsidered in REA.

Earl Lynch, GFR, Florida and Southern Georgia -

Earl concluded the morning session by discussing and answering questions on the purpose and plan of action to be followed in holding group budget meetings in the area.

FRIDAY AFTERNOON - OCTOBER 24

Reports

The afternoon session was opened by the reading of reports by the committee on itinerary problems and the committee on leave problems. These reports appear in their entirety in the beginning of this report under Current Work Problems.

Power Use

Earl L. Arnold of the Operations Division gave an unscheduled talk on what might be expected in Book II of the Electric Farming Campaign. This book will supplement the first book and will further develop and refine the lines to be followed in the power use program.

Closing Remarks

The closing hour of the conference was devoted to remarks by Mr. Callaway and brief remarks by all the invited guests.

Mr. Callaway told the group that we each must develop a balanced plan of work. Should develop a plan and then schedule activities to carry out the plan. See what needs attention and take care of it.

We must offer only the very best of services. Demands for our services will depend on how good we do a specific job.

He asked that the group remember the public relations aspects of the program.

Reminded the group that we must be guided in our actions by the rules as set forth in existing REA policies and procedures.

He stressed that we need to keep in close contact with each other and try to understand each others problems so that we can work better together.

In conclusion he stated that he thought the field people were ahead of Washington in grasping the concept of the reorganization and in acting accordingly in their contacts with the borrowers.

He believes that what we have accomplished at the conference has helped us all to better understand our common problems and know our plans for the future. Therefore, we should all be better able to carry out our objective of aiding the borrowers.

Adjournment

The conference was officially adjourned at 4:30 p.m.